

# **DEPARTMENT of MANAGEMENT PERFORMANCE REPORT**

**Performance Results  
Fiscal Year 2007**

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## **INTRODUCTION**

The Iowa Department of Management (DOM) is pleased to present our Performance Report for fiscal year 2007 (July 1, 2006 - June 30, 2007). This report contains information about the services DOM provided over the past fiscal year. This document is provided pursuant to Iowa Code section 8E.210, which requires agencies to report on performance. The report includes an agency overview, templates providing details about key results areas and a spreadsheet that provides all of our FY 2007 performance plan measures and results by core function and service, product or activity (SPA).

# AGENCY OVERVIEW

**Vision:** DOM's vision is to become the strategic planning, finance and accountability center of excellence in state government.

**Mission:** The mission of the DOM is to lead enterprise planning and coordinate enterprise governance systems so Iowans receive the highest return on their public investment.

## Guiding Principles

- Collaborative Leadership
- Long Range Thinking
- Customer Focus
- Data-Based Decisions
- Employee Participation
- Continuous Improvement
- Results Orientation

## Core Functions

- Enterprise Resource Management
- Local Government Assistance
- Adjudication

## Key Services, Products and Activities

DOM's key services, products and activities include:

- State budget development and oversight
- Governance system development and oversight – Accountable Government Act (AGA) including strategic and performance planning and performance auditing
- Policy development and analysis
- Revenue estimating and economic forecasting
- Community empowerment coordination
- Continuous improvement/Lean initiatives
- Enterprise project management
- State Appeal Board administration
- Local government budget support
- Utility tax replacement administration
- Collective bargaining support

## Customers

DOM's services and products are delivered to diverse customer groups. Some customers are internal to state government and some are external. Internal customers include all state agencies, the Office of the Governor, the legislature and staff, other elected officials and the judicial branch. External customers include Iowa residents and

taxpayers, local governments, local community empowerment groups, the state empowerment board, state appeal board claimants, media and state employee labor organizations.

### **Organizational Structure**

To deliver its services and products, DOM employed 30 staff in FY 2007 structured into three teams- Leadership, State and Local Budget, and Performance Results.

### **Operations Budget**

DOM received appropriations of \$2,749,278 for operations in FY 2007. In addition, the department's Community Empowerment operations were funded through a \$400,000 appropriation transfer from the Department of Education.

# KEY RESULT TEMPLATE

## CORE FUNCTION

**Name:** Enterprise Resource Management

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** Planning and Accountability

**Description:** This SPA addresses many areas of the Accountable Government Act including coordination of enterprise and agency strategic planning, performance planning, performance measurement and performance auditing. This SPA also includes technical assistance in the area of government reinvention.

**Why we are doing this:** To provide accountability and results and enable state government to achieve the most value for Iowans, with limited resources.

**What we're doing to achieve results:** The Department updated guidebooks for strategic planning, performance planning and measurement and agencies were provided training and technical assistance in developing their plans and measures.

## Measures/Results

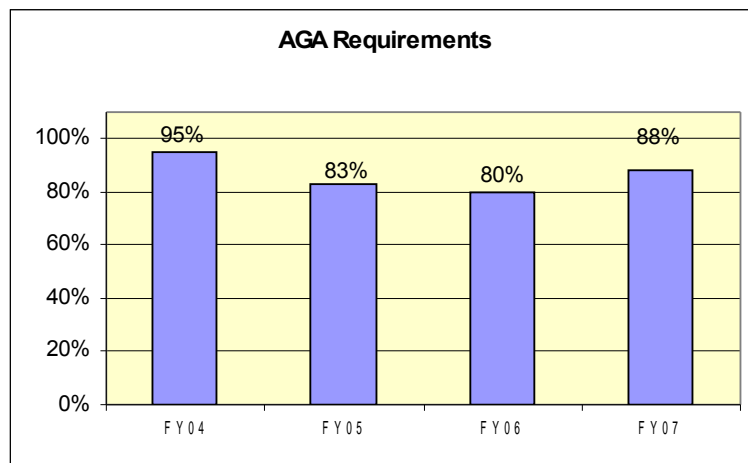
**Performance Measure:**

Percent of agencies that meet established AGA requirements

**Performance Target:**

100%

**Data Sources:** DOM



**Why we are using this measure:** To document whether agencies are meeting the requirements of the AGA.

**What was achieved:** Agency strategic and performance plans are used to provide a framework for guiding agency action and include measures to help determine success.

**Analysis of results:** Desired results were achieved

**Factors affecting results:** None

**Resources used:** The General Fund provides resources for 4 DOM staff.

## KEY RESULT TEMPLATE

### SERVICES/ PRODUCTS/ ACTIVITIES

**Name:** Planning & Accountability

**Description:** Improvement Projects

**Why we are doing this:** Iowans expect that state government will provide them with the best possible services at the lowest price. Improvement projects increase value for Iowans and help change the culture of state government to one that increasingly focuses on results, not rules, improves those results, and squeezes the most out of every dollar.

**What we're doing to achieve results:**

During the 81st General Assembly, legislation was passed that authorized the Department of Management to lead the expansion of Lean efforts in Iowa state government. The Office of Lean was created within the Department of Management to promote and facilitate continuous improvement through the use of a specific set of proven tools and methodologies collectively known as Lean. The Lean Enterprise Administrator was hired in March, 2007. Coupled with the position being filled in DOM, a number of people from four other agencies (DHS, IWD, IVH, DNR and DOM) were trained as Lean Leaders.

### *Results*



**Performance Measure:**

Number of new and ongoing Improvement Projects successfully achieving targeted results:

**Performance Target:**

20

**Data Source:**

DOM

Twenty-one Lean improvement projects were launched in FY 2007 and are achieving targeted results:

1. DNR-ESD Field Services Staff Allocation
2. DNR-Construction Bidding Process
3. DNR-DED Regulatory Assistance
4. DNR-EPA Region 7 Water Quality Standards
5. DOM-Local Government
6. ABD-Accounting Order Entry
7. IBME-Peer Review Process
8. DAS-HRE-AFSCME
9. DCA-Museum Collections
10. DHS-Child Abuse Appeals
11. DHS-Polk Co. Office Design and Workflow
12. DNR-ATV and Snowmobiles Titling and Reg.
13. DNR-ESD Notify
14. DNR-Honey Creek
15. DNR-Open Feedlots
16. DNR-SIFIC
17. DOM-Emergency Evacuation
18. DPS-Building Code
19. IFA-Title Guaranty
20. IVH-Admissions
21. IWD-Workers Comp Document Handling

**Data reliability:** This list of projects reflects what has been done, but does not tell the whole story. There are differences in the size, scope and impact of the projects listed here.

**Why we are using this measure:** Results reported for this measure had previously focused on Reinvention initiatives, but Lean now provides the framework for improvement initiatives.

**Analysis of results:** We exceeded our target by one. We expect the number of Lean projects to rise in FY 2008 and beyond as we continue to build understanding, support and capacity for Lean.

We are working to build internal capacity in a number of departments to facilitate Lean events. The DNR is working on hiring a full time position that would work in conjunction with DOM. Also, since the end of the fiscal year, IWD has committed one-half of an FTE for process improvement. Utilizing the two people, along with working to train more team leaders, we will build internal capacity to hold more events, thus realizing more

improvements.

**Factors affecting results:** The Lean Administrator position was vacant the first 9 months of the fiscal year.

**Resources used:** The General Fund provides resources for 1 DOM staff person.

# KEY RESULT TEMPLATE

## Core Function

**Name:** Adjudication (State Appeal Board)

**Description:** DOM coordinates and processes the State Appeal Board claims to make sure they are filed properly within the limits and guidelines established by Iowa Law under Chapters 25 and 669. DOM notifies the claimants of the Board's decisions and then the amount of the award is disbursed if entitled.

**Why we are doing this:** To meet statutory requirements and serves as the central point of contact to provide oversight and statewide consistency.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.

### Results

**Performance Measure**

% of cases resolved within 6 months of filing

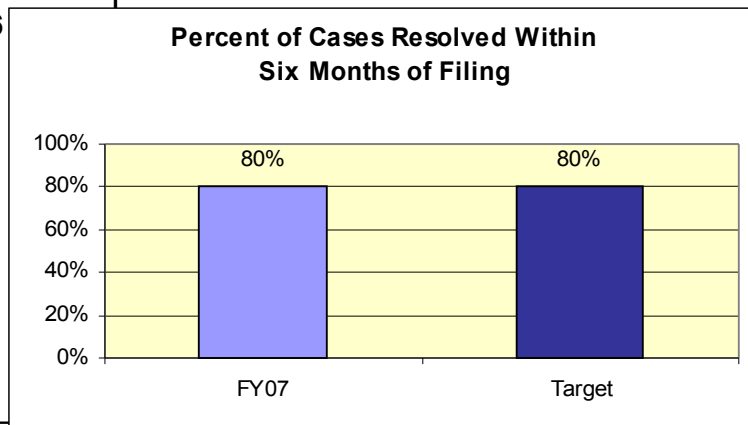
**Performance Target:**

80%

**Data Sources:**

DOM

Achieved 80%



**Data reliability:** An independent audit by KPMG is conducted each fiscal year.

**Why we are using this measure:** Agencies, individuals, legislators, and the general public rely on the timely and accurate work that DOM performs with regard to the State Appeal Board.

**What was achieved:** The appeal board claims were processed timely and within the guidelines established by Iowa law.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Lawsuits filed in relation to tort claims prevent resolution of all cases within six months of filing

**Resources used:** The General Fund provides resources for 1 DOM staff person.

# KEY RESULT TEMPLATE

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** State Appeal Board

**Description:** DOM coordinates and processes the State Appeal Board claims to make sure they are filed properly within the limits and guidelines established by Iowa Law under Chapters 25 and 669. DOM notifies the claimants of the Board's decisions and then the amount of the award is disbursed if entitled.

**Why we are doing this:** To meet statutory requirements and to serve as the central point of contact when submitting claims against the State of Iowa.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.

### Results

#### Performance Measure

- A. % of requests for SAB information delivered within 7 days
- B. % of requests for SAB information delivered accurately
- C. % of SAB claims processed within 3 weeks
- D. % of SAB claims processed accurately
- E. % of SAB budget appeal hearings held by April 30

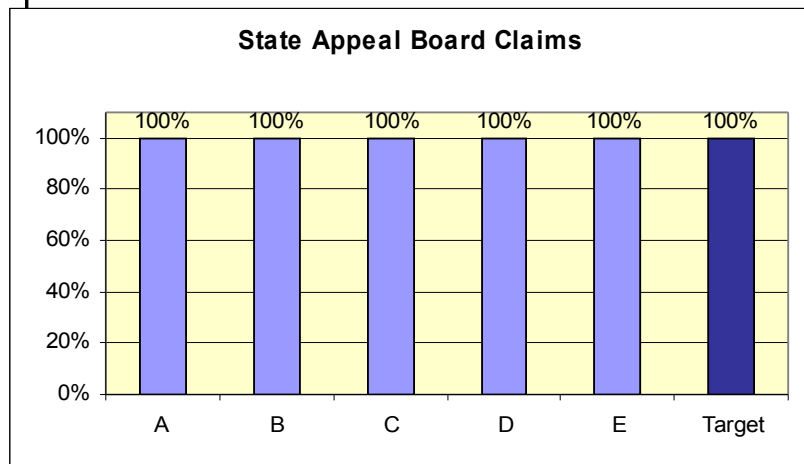
#### Performance Target:

100%

#### Data Sources:

DOM

100% target met on every measure



**Data reliability:** An independent audit conducted by KPMG during each fiscal year

**Why we are using this measure:** Agencies, individuals, legislators, general public rely on the timely and accurate work that DOM performs with regard to the State Appeal Board

**What was achieved:** The appeal board claims were filed timely and within the guidelines established by Iowa law.

**Analysis of results:** A new database system is under consideration. Application of the new database may lead to improved efficiencies.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff because of the number of claims and the I3 Financial System.

**Resources used:** The General Fund provides resources for 1 DOM staff person.

# KEY RESULT TEMPLATE

## CORE FUNCTION

**Name:** Local Government Assistance

**Description:** DOM certifies local government property tax levies. DOM assists local governments in meeting statutory requirements related to budgets, valuations, annual reporting, Tax Increment Financing (TIF) reporting, and utility replacement taxes.

**Why we are doing this:** To meet statutory requirements and to provide a central point of contact providing oversight and statewide consistency.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.

### Results

**Performance Measure:**

% of tax levies certified by June 15.

Achieved 100%.

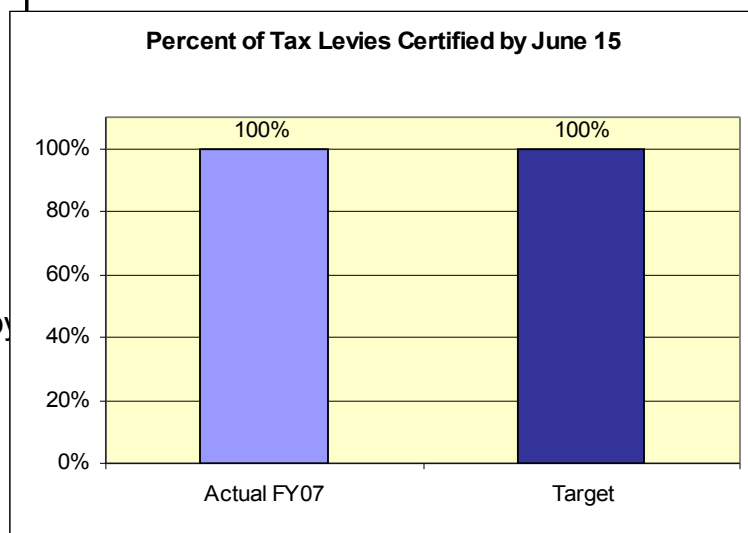
**Performance Target:**

100%

**Data Sources:**

DOM

**Data reliability:** Independent audit by



**Why we are using this measure:** Taxpayers, county auditors, legislators, local governments, and the business community rely on the timely and accurate work that DOM performs with regard to property tax certifications, local budgets, school aid, annual reports, property valuations, and utility replacement taxes.

**What was achieved:** Over the last several years DOM has consistently met the June 15 statutory certification deadline.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff.

**Resources used:** The General Fund provides resources for 4 DOM staff.



## KEY RESULT TEMPLATE

### SERVICE/ PRODUCT/ ACTIVITY

**Name:** Local Government Budgets

**Description:** DOM certifies local government property tax levies, processes local government budgets, collects and aggregates statewide property valuations, computes and distributes utility replacement tax billing data, processes annual county reports, processes TIF reports, and determines the amount and distribution of school foundation aid. This includes preparing forms, preparing state and local government software, preparing instructions, and providing extensive local government training and assistance geared to help in the understanding of the processes and reporting requirements.

**Why we are doing this:** To meet statutory requirements, to provide oversight and statewide consistency in these complex functions, and to serve as an independent central repository for budget and valuation information.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.

### *Results*

**Performance Measure:**

- A. % of city requests for budget materials that are timely
- B. % of city requests for budget materials that are accurate
- C. % of city government rates certified by June 15
- D. % of accurate property valuations on file
- E. % of utility tax replacement tax data delivered to the counties accurately
- F. % of utility tax replacement tax data delivered to the counties timely
- G. % of county budget annual report materials delivered timely
- H. % of county budget annual report materials delivered accurately
- I. % of county government rates certified by June 15
- J. % of school aid payments that are accurate
- K. % of school aid payments that are timely
- L. % of school district rates certified by June 15

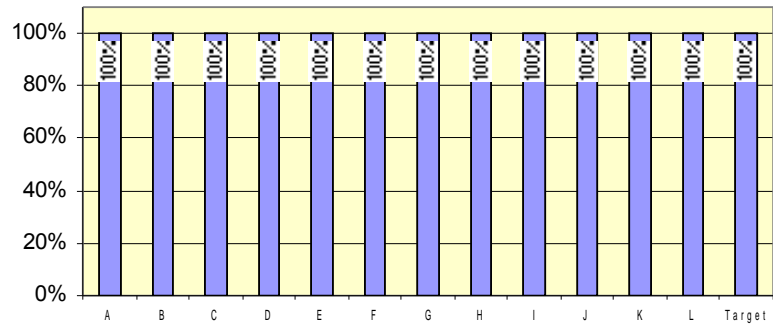
**Performance Target:**

100% is the target for all 13 measures

**Data Sources:**

DOM

**Local Government Budgets**



100% target met on every measure.

**Data reliability:** Independent audit by State Auditor's Office.

**Why we are using this measure:** Local government customers rely on the timely and accurate work that DOM performs with regard to local budgets, property tax rates, school aid, annual reports, property valuations, and utility replacement taxes.

**What was achieved:** Because DOM has consistently the 100% target, those relying on our products/services/activities are better able to meet their responsibilities.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff.

**Resources used:** The General Fund provides resources for 4 DOM staff.

## RESOURCE REALLOCATIONS

DOM received new funding for FY 2007 to fill a position to coordinate deployment of the Lean process improvement methodology across state government. While working to establish and recruit for the position, DOM contracted with DNR to provide staff support for Lean in the first half of FY 2007. DOM hired the state's Lean administrator in March of 2007.

## AGENCY PERFORMANCE PLAN RESULTS FY 2007

<b>Name of Agency:</b> DEPARTMENT OF MANAGEMENT			
<b>Agency Mission:</b> Lead enterprise planning and coordinate enterprise systems so lowans receive the highest possible return on public investment.			
<b>Core Function:</b> Enterprise Resource Management			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of time the State of Iowa maintains the AA+ credit rating	100%	100%	Standard and Poors highest rating is AAA  Data Source: Standard and Poors
<b>Service, Product or Activity:</b> Planning & Accountability			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of agencies that meet established AGA requirements (Strategic Plans, Performance Plans, Link to Enterprise Plan and Performance Measures, Performance Reports)	100%	88%	See Key Results Template
Number of new and ongoing Improvement Projects successfully achieving targeted results	20	21	See Key Results Template
Number of Performance Audits completed	4	2	What Occurred: Completed audits of the Promise Jobs program and Department of Corrections substance abuse treatment programs.  Data Source: DOM

<b>Performance Measure</b>	<b>Performance Target</b>	<b>Performance Actual</b>	<b>Performance Comments &amp; Analysis</b>
% of time budget system operational and accessible to departments for budget submission	100%	100%	What Occurred: Budget system was accessible for 100% of time during budget submission timeframe June 1-October 1.  Data Source: DOM
% of agencies that submit budget on time (Oct. 1)	100%	100%	What Occurred: All agencies submitted budgets by the statutory deadline.  Data Source: DOM
% Governor's recommendations delivered to the legislature on time (Feb 1)	100%	100%	What Occurred: Governor's recommendations were delivered in late January and within the statutory time frame.  Data Source: DOM
% of bill summaries/legislative action completed by IGOV deadline	100%	100%	What Occurred: All bill summaries/legislative action requests from IGOV were completed timely by DOM.  Data Source: DOM
Number of people trained in Grants Enterprise Management	300	650	What Occurred: Completed two series of training sessions (3 courses per series) in grant identification, grant writing and grant management.  Data Source: DOM
Number of competitive grant applications filed by state agencies	100	112	What Occurred: Exceeded goal and increased the number of competitive grants applied for by state agencies.  Data Source: DOM

Core Function: Adjudication			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
<b>% of cases resolved within 6 months</b>	80%	80%	See Key Results Template
Service, Product or Activity: State Appeal Board			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of requests for SAB information delivered within 7 days	100%	100%	See Key Results Template
% of requests for SAB information delivered accurately	100%	100%	See Key Results Template
% of SAB claims processed within 3 weeks	100%	100%	See Key Results Template
% of SAB claims process accurately	100%	100%	See Key Results Template
% of SAB budget appeal hearings held by April 30	100%	100%	See Key Results Template

Core Function: Local Government Assistance			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of tax levies certified by June 15	100%	100%	See Key Results Template
Service, Product or Activity: Local Budgets			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
<b>A. City Budgets</b>			
% of city requests for budget materials that are timely	100%	100%	See Key Results Template
% of city requests for budget materials that are accurate	100%	100%	See Key Results Template
% of city government rates certified by June 15	100%	100%	See Key Results Template
<b>B. Property Valuations</b>			
% of accurate property valuations on file	100%	100%	See Key Results Template
<b>C. Utility Tax Replacement</b>			
% of utility tax replacement tax data delivered to the counties accurately	100%	100%	See Key Results Template
% of utility tax replacement tax data delivered to the counties timely	100%	100%	See Key Results Template
<b>D. County Budgets</b>			
% of county budget annual report materials delivered timely	100%	100%	See Key Results Template
% of county budget annual report materials delivered accurately	100%	100%	See Key Results Template

% of county rates certified by June 15	100%	100%	See Key Results Template
<b>E. TIF</b>			
% of TIF reporting forms completed and mailed on-time	100%	100%	TIF reports are completed every other year. TIF reports were completed in FY 2007.
<b>F. School Budgets</b>			
% of school aid payments that are accurate	100%	100%	See Key Results Template
% of school aid payments that are timely	100%	100%	See Key Results Template
% of school district rates certified by June 15	100%	100%	See Key Results Template